

2021-2023

Strategic Plan

NEW YORK STATE DIVISION OF HOMELAND
SECURITY AND EMERGENCY SERVICES (DHSES)



Kathy Hochul
Governor

Jackie Bray
Commissioner

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DHSES Snapshot

19.5M

NEW YORK STATE
RESIDENTS

1300+

FULL TIME, PART
TIME, ANNUAL AND
HOURLY EMPLOYEES

\$24B+

ADMINISTERED IN
DISASTER RECOVERY
PAYMENTS

Since 1999

76

MAJOR DISASTER
DECLARATIONS

Since 1954

60K

FIRST RESPONDERS
TRAINED ANNUALLY

22

DOMESTIC TERRORISM
PLOTS/ATTACKS IN NYS

Since 9/11

10

EMERGENCY
STOCKPILE
LOCATIONS

\$6B+

IN GRANTS TO SUPPORT
STATE AND LOCAL
PREPAREDNESS

Since 2001

35

JIHADIST TERRORIST
PLOTS/ATTACKS IN NYS

Since 9/11

31

DHSES LOCATIONS
ACROSS NYS



Executive Overview

Purpose and Scope

This plan is intended to help guide and organize DHSES to meet its mission and the associated strategic goals and objectives. Through this plan, each employee should clearly see how their work supports the agency's mission and vision. The agency's core values also help to underpin all we do. In addition to serving as a strategic guidance document, the plan includes information on how the agency is organized and serves as a valuable resource and reference tool for our employees and external stakeholders.

This plan complements other broader strategic planning efforts, such as the State Homeland Security Strategy. However, unlike the State Homeland Security Strategy, this Strategic Plan is only focused on DHSES and not the larger homeland security community in New York State. This plan will be reviewed regularly and updated as necessary.

Stakeholders

DHSES has numerous stakeholders, to include the public, first responders, State agency partners, and others with a vested interest in the agency's activities. However, DHSES staff (including full and part time employees as well as annual and hourly employees) are the most important stakeholders, because they are responsible for the agency's programs and services and without them the agency would not be able to meet its mission.



Members of OFPC honor firefighters at the 22nd Annual NYS Fallen Firefighters Memorial Ceremony in Albany.

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Our Vision

A safe, prepared, and resilient New York State.

Mission Statement

The Division of Homeland Security and Emergency Services provides leadership, coordination, and support to prevent, protect against, prepare for, respond to, recover from, and mitigate disasters and other emergencies.

Our Core Values



Leadership: Serve as a trusted leader and innovator in homeland security and emergency services.

Integrity: Conduct operations and missions in a legal and ethic way.

Professionalism: Provide the highest levels of service to our many stakeholders.

Partnership: Identify new partners while enhancing existing relationships.

Communication: Share information with DHSES staff and other stakeholders.

Strategic Goals

DHSES has identified several high-level strategic goals to help guide the agency's activities. Each goal is supported by a series of more specific objectives. Although not every program area has an objective exclusive to their function, each program area should see how their work supports the strategic goals and overall mission of the agency..



John McNamara, Chris Pitassy and Kaylin Harrington preparing equipment for a site assessment.



Mikeal Edwards and Mike Carl providing interoperability support at the Belmont Stakes.



Eric Sanders, Bill Davis, Melissa Nussbaum, Jay Zobel, Gary Machina and Jennifer Wacha facilitating a coordination call with agency partners.

Goal 1: Prevent, Protect Against, and/or Mitigate Disasters

Continually assess and understand our threats, vulnerabilities, and consequences. Encourage information and intelligence sharing among our many stakeholders. Take proactive measures to lessen the likelihood and impact of incidents, emergencies and disasters.

Goal 2: Prepare First Responders and other Stakeholders with the Capabilities Needed to Address Threats and Hazards

Build and maintain our collective preparedness capabilities through planning, training, exercises, equipment, and the use of grant resources.

Goal 3: Respond to and Recover from Incidents, Emergencies, and Disasters

Deploy personnel and other resources to assist and coordinate response efforts, and provide ongoing support to help communities recover from incidents, emergencies, and disasters.

Goal 4: Enhance Outreach, Education, and Partnerships

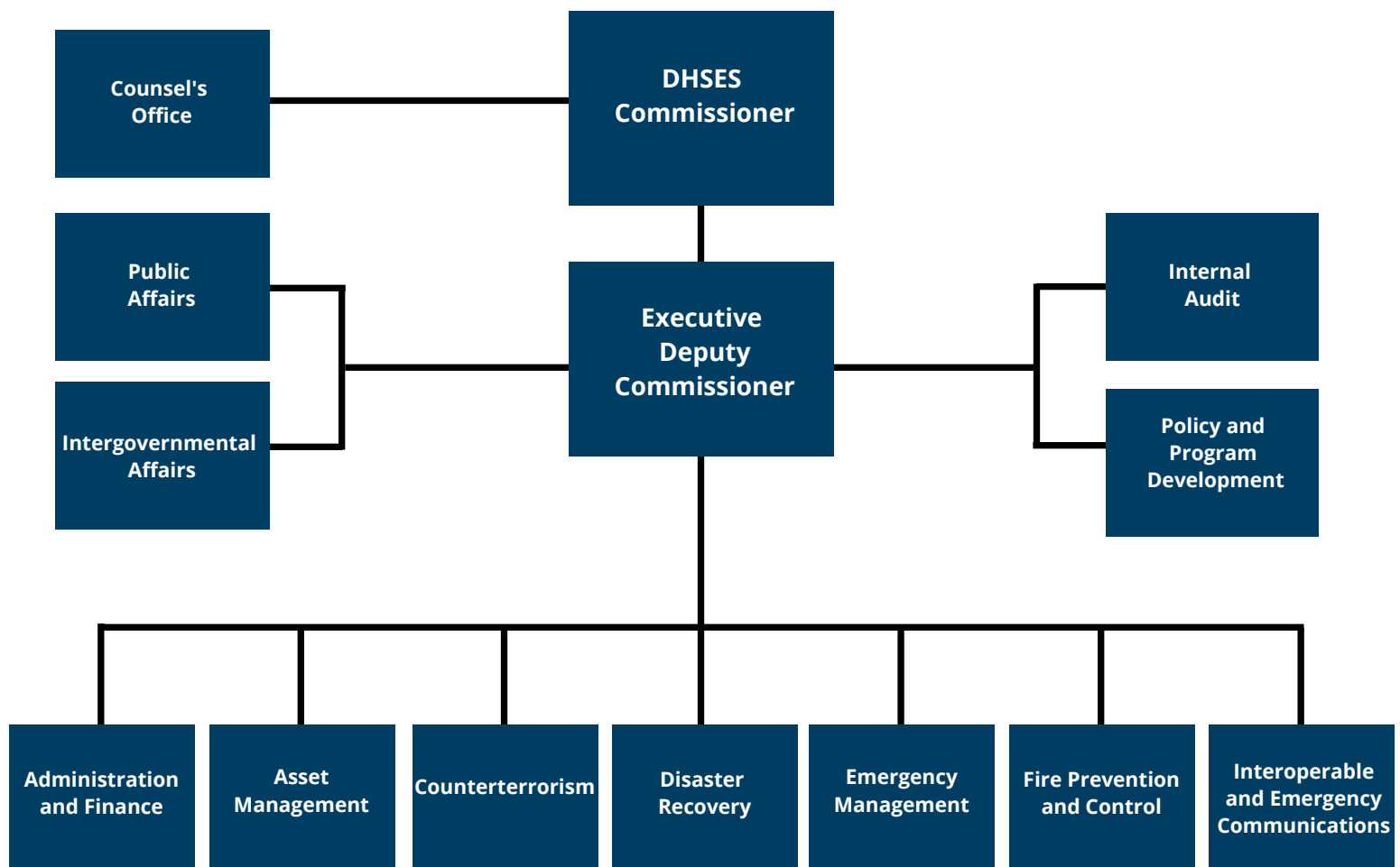
Actively engage, inform, educate, and build relationships with the public and our many stakeholders.

Goal 5: Ensure an Integrated and Effective DHSES

Ensure compliance with statutory and other requirements, effectively communicate and collaborate across the Division, provide professional development opportunities for staff, and explore other ways to improve agency operations.

Organizational Structure

DHSES is currently organized into seven major directorates and several cross-cutting support units. The organizational chart below outlines the agency's current structure and reporting relationships.



Functional Roles and Responsibilities

DHSES Commissioner: The DHSES Commissioner is a cabinet level official, appointed by the Governor and confirmed by the New York State Senate. The Commissioner is responsible for the overall direction and leadership of the agency. By law, the Commissioner also serves as Chairman of the State Disaster Preparedness Commissioner (DPC), which includes 29 state agencies and the American Red Cross. The DPC is responsible for the preparation of state disaster plans, the direction of state disaster operations, coordinating with local government operations, and the coordination of federal, state, and private recovery efforts.

DHSES Executive Deputy Commissioner: The Executive Deputy Commissioner is the second highest ranking official at DHSES and serves as the agency's chief operating officer, helping to ensure coordination across the agency. The Executive Deputy Commissioner also works to ensure the effective implementation of guidance and directives from the Commissioner and Executive Chamber.

Administration and Finance: Led by a Deputy Commissioner, Administration and Finance manages the agency's finances and day-to-day administrative activities. Administration and Finance also oversees the administration of various State and federal homeland security grant programs and associated grant requirements.

Asset Management: Led by a Deputy Commissioner, Asset Management oversees the DHSES stockpile program and the Division's facilities and fleet of vehicles. Asset Management also manages the operations and development of training at the State Preparedness Training Center (SPTC).

Counsel's Office: Led by the agency's General Counsel, this Office focuses on providing legal guidance for the DHSES Commissioner and DHSES directorates.



Erin Heid and Jennifer Maloney helping deliver 118 pounds of food to the Regional Food Bank



Charlie Holmes and Zach Surret preparing personal protective equipment (PPE) for distribution.

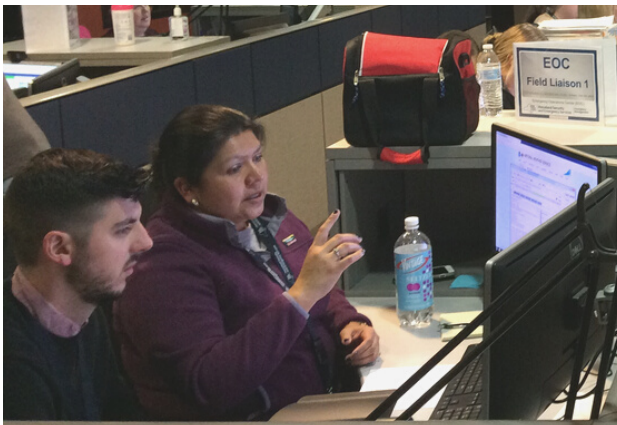
Counterterrorism: Led by a Director, DHSES' Counterterrorism functions are coordinated by the Office of Counter Terrorism (OCT). OCT supports federal, State, local, tribal and private sector efforts to prevent, protect against and prepare for acts and threats of terrorism. The Public Safety Unit, Critical Infrastructure Protection Unit and Cyber Incident Response Team are all housed within OCT.

Disaster Recovery: Led by a Deputy Commissioner, Disaster Recovery manages programs to help individuals and communities rebuild, recover, and become more resilient before and after a disaster. Recovery also works with FEMA and other federal partners on recovery issues and processes disaster recovery payments for communities receiving grants for repairs and/or mitigation projects. Disaster Recovery also includes a large cadre of Disaster Assistance Representatives dedicated to working directly with our stakeholders on recovery projects.

Emergency Management: Led by a Director, the Office of Emergency Management (OEM) serves as the operational arm of the DPC and coordinates the State's emergency response activities, including the management of the State Emergency Operations Center, State Watch Center, and deployment of emergency response resources. OEM also supports state and local planning, training, and exercise efforts, including radiological emergency preparedness and maintenance of the State's Comprehensive Emergency Management (CEMP) plan.



Bill Laremore and Alexis Tripodo staffing the DHSES outreach booth at the West Point Emergency Preparedness Fair.



Jenny Ryan and Nick Oringer working in the Emergency Operations Center during flooding in the Mohawk Valley.



Adam Leckonby briefs members of NY Task Force 2 participating in a simulated roof collapse search and rescue exercise.

Fire Prevention and Control: Led by the State Fire Administrator, the Office of Fire Prevention and Control (OFPC) provides training, technical assistance, and other support to the fire service across New York State. OFPC also coordinates the deployment of firefighting related mutual aid during emergencies. In addition, OFPC conducts fire and life safety inspections at State-owned and State-regulated facilities, as well as fire investigations. OFPC has a large group of State Fire Instructors who provide fire-related training across the State.

Intergovernmental Affairs: The Director of Intergovernmental Affairs interfaces with the Legislature, elected officials, and other intergovernmental affairs stakeholders.

Internal Audit: Led by the Director of Internal Audit, this Unit provides the Commissioner with an independent and objective appraisal of the operations and activities of DHSES.

Interoperable and Emergency Communications: Led by a Director, the Office of Interoperable and Emergency Communications (OIEC) is the lead State agency for all interoperable and emergency communications issues, which oversees and directs the development, coordination, and implementation of policies, plans, standards, programs, and services related to such public safety communications. The Director of OIEC also serves as the Statewide Interoperable and Emergency Communications Coordinator and Chair of the Statewide Interoperable Emergency Communications Board.

Public Affairs: Public Affairs serves as the primary point of contact for and responds to inquiries from the media and the public. Public Affairs also collaborates with the Governor's Press Office to promote and publicize agency programs and public outreach activities. The Director of Public Information serves as the agency's Chief Public Information Officer (PIO).



Buddy Mitchell and David Colliton setting up communications equipment in support of Hall of Fame Weekend at Cooperstown.

Policy and Program Development: Led by the Senior Policy Advisor, this Unit develops and coordinates major policy, project, and programmatic initiatives, including the agency's strategic planning efforts. This unit also conducts research and analysis on current and emerging issues of interest to the agency.

Strategic Goals

For each strategic goal, there are a series of priority objectives. While they may not account for every agency activity, these objectives serve as a framework to help guide agency efforts and a mechanism to assess and measure progress over time. Performance targets and associated metrics will be developed for each of the objectives as well.

Goal 1: Prevent, Protect Against, and/or Mitigate Disasters

- Strengthen the State's capabilities to assess and respond to cyber security threats and vulnerabilities, to include conducting cyber risk assessments.
- Conduct Red Team exercises in every county annually and work to enhance collaboration with critical infrastructure partners and mass-gathering locations regarding Red Team activity.
- Maintain a robust critical infrastructure fieldwork program that informs legislative reports and helps strengthen the security of high-risk sectors in New York, identified based on an analysis of threats, vulnerabilities, and consequences.
- Enhance structural engineering/technical expertise to further augment critical infrastructure protection programs.
- Continue to evolve grant programs administered by DHSES to reflect the changing threat picture.
- Develop an enhanced State Hazard Mitigation Plan and continue to support the development of local hazard mitigation plans.
- Promote terrorism awareness, suspicious activity reporting, and information sharing with the agency's stakeholders.



Kayley Morgan, Andrew Jones, Matt Alilionis, Rob Johnson and a member from the US Navy standing outside the USNS Comfort, which provided additional hospital capacity during COVID-19.



DHSES staff participating in a radiological interdiction exercise with various State agency partners on the St. Lawrence River.

- Support the State's capabilities to detect and interdict the use of Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) materials.
- Mitigate threats through proactive training and exercises focused on counterterrorism and active-shooter scenarios.
- Support and strengthen fire education, inspection, and investigation programs to maximize the effectiveness of DHSES' efforts to protect lives and property in the State of New York from fire.
- Explore other opportunities to proactively engage and educate the public in an effort to prevent or mitigate disasters.
- Continue to build and enhance information and intelligence sharing relationships, to include the sharing of cyber intelligence.
- Leverage recovery funding to support long-term mitigation projects and initiatives.

Goal 2: Prepare First Responders and other Stakeholders with the Capabilities Needed to Address Threats and Hazards

- Conduct assessments to better understand State and local capabilities. Work to advance accreditation programs (e.g., emergency management, HAZMAT).
- Update and maintain State plans, such as the CEMP and Continuity of Operations Plans (COOP); conduct planning workshops and provide other planning assistance to State and local partners.
- Conduct training and exercises for emergency response personnel, elected leaders, and other key stakeholders. Ensure training and exercises are relevant and meet the needs of the first responder community in New York State, including fire, emergency management, communications, and law enforcement partners.
- Expand and diversify training and curriculum at the SPTC in all disciplines; promote cutting edge, contemporary, and configurable training at the SPTC.
- Fully implement the airport/transportation security and emergency preparedness training program.
- Maintain and enhance training facilities, to include the SPTC and Academy of Fire Science.



Matt Delaney, Mike Sprague, Billy Cullen and others at DHSES' 2nd Annual Public Safety Unmanned Aircraft System Summit.



Mike Carl and Brian Wright distributing water filtration systems in Puerto Rico following Hurricane Maria.

- Enhance the capabilities of State and local first responders and nonprofit agencies through a comprehensive approach to grants management by providing collaborative programmatic and fiscal oversight.
- Coordinate the planning and implementation of public safety broadband and the National Public Safety Broadband Network, FirstNet, within New York State.
- Continue to support public safety operations through the State Interoperable Communications Grants and the Public Safety Answering Point Grants.
- Continue to develop detailed virtual tour models of infrastructure to assist with response.
- Conduct cyber related training and exercises for state and local partners.
- Continue to leverage planned events as training and exercises opportunities.
- Implement an active communications unit (COMU) program maintaining a Statewide Interoperable Communications Plan, communications guidelines and training, to include trained communications personnel available throughout the State.

Goal 3: Respond to and Recover from Incidents, Emergencies, and Disasters

- Continue integrating Emergency Support Functions (ESF), Recovery Support Functions (RSF), and associated procedures.
- Ensure stockpile program maintains a state of readiness and leverage stockpile locations for pre-positioning/staging areas.
- Manage resource requests and maintain situational awareness with internal and external stakeholders.
- Enhance asset tracking and reporting capabilities.
- Continue to develop, maintain and deploy resources and personnel, including the Division's specialty teams (e.g., Incident Management, Urban Search and Rescue), and other deployable assets.
- Continue to develop internal capability to support full-scale activations of the State Emergency Operations Center (EOC) and provide EOC training to DHSES staff.
- Enhance the delivery of 9-1-1 services within New York State through broadband initiatives and Next Generation technologies.
- Develop a Voluntary Organizations Active in Disaster (VOAD) network in each of the Emergency Services Regions.
- Continue to identify, develop, and implement best practices for emergency purchasing and procurement.
- Support preliminary damage assessments, to include both physical and virtual damage assessments.
- Leverage internal and external partnerships to solve problems and support the state's response efforts, to include supporting non-traditional response missions when necessary.
- Continue to support and enhance cyber incident response capabilities.
- Develop fact sheets and other information to educate stakeholders on the recovery process.
- Ensure adequate documentation to support the potential reimbursement of federal recovery funding.



Angie Reynolds, Jim O'Brien and Clifton Riggins sorting through data in the State Watch Center in response to a winter snowstorm.



Members of OFPC's Swiftwater Team evacuating residents from camps and homes near Lodi, N.Y.



Kevin McGowen, Jeremiah McDonough and Andrew Jones discussing evacuation and fire watch plans at the Javits Center Alternate Care Facility during COVID-19.

Goal 4: Enhance Outreach, Education, and Partnerships

- Engage and educate the public regarding disaster preparedness through the Citizen Preparedness Corps Training program and expand the program to reach children and other vulnerable populations.
- Increase the agency's following on social media and leverage all types of media platforms (e.g., apps, podcasts, videos) to broaden the agency's audience.
- Partner with academia on internships, research, professional development, and other initiatives.
- Increase public outreach and education related to active shooter readiness.
- Maintain positive relationships with elected officials and respond to inquiries in a timely fashion.
- Continue to support, attend, and participate in conferences, symposiums, and other forums to promote the agency's mission and strengthen professional networks.
- Develop new partnerships and strengthen existing partnerships with critical infrastructure owners and operators across the State through site visits, information sharing, exercises/trainings, and presentations.
- Enhance the agency's ability to conduct virtual training and outreach events.
- Explore new ways to market the agency and educate stakeholders on DHSES programs and services.
- Continue to develop and maintain relationships with State and federal agency partners as well as public, private and nonprofit organizations.



Brenda Gausby and Kaylin Harrington staffing the DHSES outreach booth at the NYS Fair.



Student interns from UAlbany's College of Emergency Preparedness, Homeland Security and Cyber Security visit DHSES' Emergency Operations Center.



Michael Stevens speaking with Fire Academy cadets on how to recognize kitchen fire safety hazards.

Goal 5: Ensure an Integrated and Effective DHSES

- Continue developing common and consistent policies and procedures and use the agency dashboard to share information of interest to employees.
- Identify “Lean” process improvement projects and other opportunities to improve efficiency.
- Better leverage research, data, and new technology to advance the agency's mission.
- Provide a comprehensive approach to federal and State grant planning, management, and oversight through the integration of programmatic and fiscal monitoring.
- Prioritize resources to advance agency goals and work to identify and mitigate risks to agency operations through effective internal controls and risk management efforts.
- Ensure the agency fleet vehicles and facilities are well maintained.
- Provide training and other resources to support the physical and mental health of our employees.
- Complete the implementation of the agency's learning management system for training.



John Liverio, Pat Hurley, Bill Shea and Tom Mattei discussing plans and goals at the NYS Training and Exercise Planning Workshop.



DHSES employees at the 2019 All Staff Meeting held at the State Preparedness Training Center.

- Conduct an annual all staff meeting, issue quarterly newsletters, and continue to explore further ways to improve internal communications across the agency.
- Promote cross-agency cooperation and collaboration, to include the use of workgroups and project teams on cross-cutting issues.
- Ensure completion of mandated employee training and provide employees with other training opportunities.
- Continue employee recognition and the development of professional development programs.
- Increase diversity at DHSES through employee recruitment and retention initiatives.
- Conduct annual review of the agency's statutory authority and responsibilities to identify potential new policy or legislative initiatives.
- Conduct an employee engagement survey at least once every other year.

